



Military Review

2 A View from the FA49 Foxhole: Operational Research and Systems Analysis

Lieutenant General David F. Melcher, U.S. Army, and Lieutenant Colonel John G. Ferrari, U.S. Army

Functional Area 49, the Operations Research Systems Analyst career field, is changing to align with the Army's core competencies of training and equipping soldiers, growing leaders, and providing combatant commanders a relevant and ready landpower capability as part of the joint team.

7 The 1st AD in Operation Iraqi Freedom

Major Martha G. Granger, U.S. Army

In April 2004, Task Force 1st Armored Division received orders to continue combat operations in Iraq for 90 days. Within 3 weeks, the task force had used adaptive logistics to obtain new equipment and fight a new enemy as if it had never planned on leaving.

12 Effective Joint Training: Meeting the Challenges

Colonel Nicholas R. Marsella, U.S. Army

Chief of Staff of the Army General Peter J. Schoomaker says the Army must achieve joint interdependence in its culture, structure, and operations. One way to establish such interdependence is through joint training.

17 MCMAP and the Marine Warrior Ethos

Captain Jamison Yi, U.S. Marine Corps

After the Vietnam War, pacifism, self-indulgence, and multiculturalism supplanted selfless patriotism, but the U.S. Marine Corps developed the Marine Corps Martial Arts Program to help restore military capabilities and the warrior spirit.

Sustainment Operations

25 Winning Our Own Hearts and Minds: Promotion in Wartime

Lieutenant Colonel M. Wade Markel, U.S. Army

U.S. forces excel in conventional wars against nation-states. Unfortunately, the wars in Iraq and Afghanistan are not conventional wars. The Army must be flexible enough to conduct the wars of the 21st century effectively before fully institutionalizing the changes necessary to do so.

31 The A2C2S: Extending Battle Command

Lieutenant Colonel Howard E. Arey, U.S. Army

The U.S. Army Airborne Command and Control System (A2C2S) is a step in the evolution from fixed, staffed headquarters at the rear to forward deployed command on the battlefield. The 4th Infantry Division put the A2C2S platform to good use during counterinsurgency operations in Iraq in 2003.

39 The 101st Airborne Division in Iraq: Televising Freedom

Major John Freeburg, U.S. Army, and Sergeant First Class Jess T. Todd, U.S. Army

Psychological operations are vital to winning the peace. In Mosul, Iraq, the 101st used innovative media techniques in their effort to win hearts and minds.

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42 **Negotiating with Post-Soviet Military Officers**

Colonel Timothy C. Shea, U.S. Army

Post-Soviet military officers view effective negotiations differently than U.S. military leaders, who rely on effective negotiation principles and techniques. Russians scorn negotiators they perceive to be weak or uncertain.

47 **Network-Centric Warfare: An Exchange Officer's Perspective**

Major James A.G. Langley, British Army

When computers enable network fires to engage the enemy without human involvement in the sensor-shooter cycle, network-enabled operations might win the battle, but a war machine without human compassion might alienate those it seeks to liberate.

53 **Doctrinal Reawakening of the Indian Armed Forces**

Air Commodore Tariq M. Ashraf, Pakistan Air Force

Recent events in South Asia have caused India and Pakistan's militaries to wake from their doctrinal slumber and reexamine how to fight future wars in this highly volatile region of the world.

63 **Nicaragua: From War to Peace**

General Joaquín Cuadra Lacayo, National Army of Nicaragua, Retired

A significant change in the nature of coercive power led to the successful pacification of Nicaragua. The State now exercises the power the Army and police previously wielded.

Historic Comparisons

66 **The Falklands War: The Bluff Cove Disaster**

Robert S. Bolia

Inadequate joint force command structure, poor communications, service parochialism, and a lack of joint exercises and planning caused a disaster for British military forces on 8 June 1982 at Fitzroy in the Falkland Islands.

73 **Japanese Naval Transformation and the Battle of Tsushima**

Major Darrell H. Zemitis, U.S. Army

Japan's defeat of Russia in the Battle of Tsushima in 1905 demonstrated how innovations in munitions, tactics, and doctrine helped destroy an enemy fleet in a decisive Mahanian victory.

Review Essay

76 **The Savage Wars of Peace**

Lieutenant Colonel Robert M. Cassidy, U.S. Army

78 **Rest in Peace, Major Conventional War**

Lieutenant Colonel Lance R. Blyth, U.S. Marine Corps

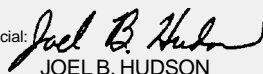
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